Steps to Building Effective Coalitions & Partnerships

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Patti Garvin Kiger, M.Ed., Ph.D. candidate
Coalitions Work

Resources

[CoalitionsWork](#)
[Is a Coalition Right for You?](#)

Coalitions represent...

Grass tips
Leaders & groups in power

Grassroots
Ingenious, emerging community leaders & groups

Health Promotion

Refers to the design and implementation of programs and processes that will enable individuals "to increase control over, and to improve their health." WHO, 1986

Collective Health Promotion Activities

guided by 3 principles:
1) *enabling*
2) *mediating*
3) *advocating*

- Building healthy public policies
- Creating supportive environments
- Strengthening community action
- Developing personal skills
- Reorienting health services

WHO, 1986

Policies, Systems & Environmental Change

"It is unreasonable to expect that people will change their behavior easily when so many forces in the social, cultural, and physical environment conspire against such change."

-Smedly and Syme (2000)

What is policy change?

Policy interventions may be a law, ordinance, resolution, mandate, regulation, or rule.

• Example: Organizational policies that provide time off during work hours for physical activity.

What is systems change?

• **Systems interventions are changes that impact all elements of an organization, institution, or system.**

• Types of systems include: informal referral systems, schools, transportation, parks and recreation, etc.

What is **environmental change**?

- **Environmental interventions involve physical or material changes to the economic, social, or physical environment.**

- Example: Incorporating sidewalks, bike paths, and recreation areas into community design.

Spectrum of Prevention

LEVEL OF SPECTRUM	DEFINITION OF LEVEL
6. **Influencing Policy and Legislation**	Developing strategies to change laws and policies to influence outcomes
5. **Changing Organizational Practices**	Adopting regulations and shaping norms to improve health and safety
4. **Fostering Coalitions and Networks**	Convening groups and individuals for broader goals and greater impact
3. **Educating Providers**	Informing providers who will transmit skills and knowledge to others
2. **Promoting Community Education**	Reaching groups of people with information and resources to promote health and safety
1. **Strengthening Individual Knowledge and Skills**	Enhancing an individual's capability of preventing injury or illness and promoting safety

Importance of PSE Change

- Health problems influenced by policies & environments that prevent or sustain behaviors

- Where you live affects how you live

- Major health problems won't be solved solely by individual action and choices

- PSE improves environments where we live, work, learn play, and receive health care

- High level prevention

Problem with Programs

- Often one-time, short-term events
- Results in short-term behavior change
- Individual level
- Non-sustaining

Examples from Schools

Programs/Events	Policy, Systems, & Environmental Change
Celebrate National Nutrition Month	Add fruits & vegetables to a la carte menu
Host a Family Fitness Night	Make school athletic facilities regularly available to families
Participate in Walk to School Day	Establish a Safe Routes to School Program
Provide healthy snacks or breakfast	Adopt a Healthy Food & Beverage Policy
Participate in "Kick Butts Day"	Establish a tobacco-free school taskforce
Provide health screenings for staff	Establish a building-sponsored wellness team

Importance of Partnership

- Evidence base exists to support the success of public-private partnerships for policy change.

- Insures health is planned in all community initiatives whenever possible.

- Continually engage and interact with broader community.

Eight Steps to Building & Sustaining Effective Partnerships

Step 1

Clarify Vision & Mission

SWOT Analysis

- **Strengths.** Internal factors that allowyour coalition to address the issue

- **Weaknesses.** Internal factors or challenges that prevent your coalition from addressing the issue

- **Opportunities.** External/environmental factors that allow your coalition to take action, build membership, improve community health.

- **Threats.** External factors that hinder goal attainment, sustaining momentum, or long-term survival.

Vision

- Shared by members & easily communicated
- Broad enough to include diverse viewpoints
- Inspiring & uplifting
- Propels you into the future you will create

We envision a county where all children receive the support needed to flourish.

Mission Statement

- Describes what group is going to do

- Concise: Gets point across in 1 sentence

- Outcome-oriented: Explains outcomes coalition is working to achieve

- Inclusive: Doesn't limit sectors or strategies that may be involved in projects.

We are dedicated to changing policies, systems and environments to promote healthy children.

Resources

Coalition Vision, Mission & Goals

Step 2
Create Coalition Ownership

Coalition Ownership

Engage members to:

- Define issues

- Identify solutions & strategies

- Develop tools/resources to implement & evaluate strategies

Resource

## Team Effectiveness Checklist

1. We strongly believe in mutual purpose and interdependence.
2. Group members carry out commitments and help each other when needed.
3. Our team has clearly defined expectations, goals and objectives.
4. Team members are clear about each members job.
5. We have collectively decided how we are going to operate.
6. We acknowledge and deal with interpersonal or intercultural conflict.
7. We respect the diversity that each person adds to the team.

Step 3
Solidify Coalition Infrastructure & Processes

Coalitions Work on 2 Levels
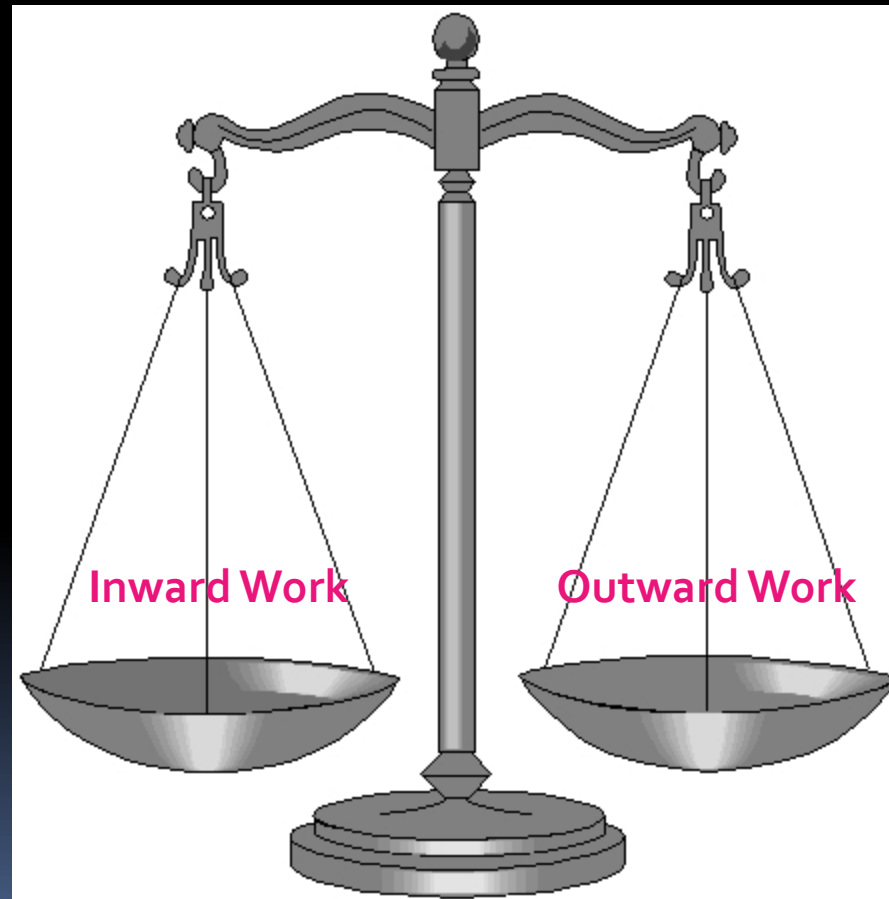
Processes that build, nurture & maintain the coalition

Inward Work

Outward Work

Task-oriented behaviors to achieve coalition goals

In essence, you must fly the plane, while you build it…

Infrastructure

- Lead agency & staff

- Partners (members)

- Diversified support: fund-raising (donations), grants & contracts

- Vision, Mission & Goals Statement
- Bylaws or Guidelines
- Roles & Responsibilities
- Organizational Chart
- Steering or Executive Committees
- Work Groups & Task Groups
- Roles or Job descriptions
- Meetings
- Documents (agendas, minutes, rosters)
- Communication channels

Processes

- Decision-making

- Problem-solving/conflict resolution

- Orientation & training

- Planning & resource allocation

- Evaluation

Resources

What Makes a Good Lead Agency?

Potential Member Grid

Model Commitment Letter

Coalition Resource Development Plan

Coalition Guides

Resources

Coalition Roles & Job Descriptions

Coalition Meeting Check-up

Chair or Meeting Facilitator Guidelines

Guidelines for Coalition Meeting Etiquette

What Kind of Member Are You?

Step 4
Recruit & Retain an Active, Diverse Membership

Member Roles & Responsibilities

- Attend meetings/events regularly
- Collaborate to promote joint/shared activities
- Provide leadership to coalition
- Assist in planning & implementing activities
- Recruit new members
- Disseminate information/resources
- Identify/garner resources to support coalition
- Advocate

Coalition Member Sectors

- Labor & Employment
- Professional/Trade Associations
- Advocacy & Special Interests (Parents)
- Law Enforcement
- Community-based Organizations
- Medical/Health/Insurers
- Media
- Academic/Education
- Government/Legislative
- Religious/Faith-based
- Youth Organizations

Why members leave

- Don't feel included or respected
- Disagree with leadership
- Conflict with others
- Roles or duties are unclear

Retaining & Motivating Members

- Create positive social interactions

- Provide visibility, credit, decision-making influence

- Provide access to information/resources

- Make Coalition efficient & effective

- Provide orientation/training; link new members to veterans

- Provide varied & fulfilling opportunities to participate

- Appreciate need to vary involvement over time

Butterfoss, 2007; Sofaer, 2001

Resources

What kind of a member are you?

Skills Inventory Worksheet

Member Orientation Packet

Step 5
Develop Transformational Leaders

Collaborative, Broad-based Leadership

- Multiple leaders share resources & power to set priorities & evaluate performance
- Provides flexibility to prevent burnout
- Former leaders can mentor future ones

Transformational Leadership Factors

- **Charisma, or idealized influence.** Role models w/high standards of moral & ethical conduct

- **Inspirational motivation.** Communicate high expectations; inspire followers to be committed to shared vision

- **Intellectual stimulation.** Stimulate followers to innovate & challenge beliefs of self, leader & organization.

- **Individualized consideration.** Support/listen to followers & coach them to be actualized or empowered.

Bass, 1985

Transformative Leaders

- Change agents. Achieve outcomes beyond expectations
- Create and articulate clear organizational vision
- Empower followers to achieve at higher standards
- Lead as peer problem solvers
- Build broad-based involvement & participation
- Role models that make others want to trust them.

Chrislip & Larson, 1994; Northouse, 2001

Transformational Leaders

Mohatma Ghandi

Martin Luther King

Mother Theresa

Resources

[Am I a Transformational Leader?](#)

Transformational Leader: Do you

1. Let go of things others can do
2. Encourage ideas and risk-taking
3. Ensure that people have goals & know how they're doing
4. Delegate to challenge, develop & empower
5. Coach to ensure success
6. Reinforce good work & attempts
7. Share information, knowledge & skills
8. Value, trust & respect each individual
9. Provide support without taking over
10. Practice what you preach

Step 6
Market Your Coalition

Market Your Coalition

- Clarify coalition's product: what you do

- Brand the coalition: logo, mission, meaning

- Simplify the message: elevator speech

- Decide who will carry the message & how

- Focus on data & accomplishments to build credibility/value

- Create the package: website, blog, Facebook, newsletter, earned & paid media

Resources

Marketing Checklist
1. Do you have a logo, mission, elevator speech?
2. Do you issue at least one news release per month?
3. What are your 3 key messages?
4. What have you accomplished so far?

STEP 7
Focus on Action

Prepare for Action

- Conduct an environmental scan and needs assessment
- Identify key informants and interview
- Review existing policies & systems
- Conduct a literature review
- Conduct a dialogue with coalition partners
- Write key goals
- Develop objectives and actions to support goals (including by when, by whom).
- Create evaluation measures for each goal.
- Make plan simple and easy to follow & evaluate.

Ideal Coalition Strategies

- What evidence-based strategies fit your issue? (Review the literature)

- What opportunities exist to address your issue? (Review your SWOT)

- What policies will you pursue?

- What system require changing or inventing?

- What environmental changes will you implement?

Create a Plan

- State goals reflecting desired outcomes to problems
- At least 1 time-specific, measurable, doable objective for each goal
- Create specific, feasible activities for each objective
- State who or what organization will complete objectives/activities
- Create budget for each activity and source of funding.
- Include evaluation in plan.
- Evaluate plan for clarity, effectiveness and quality

Resources

The Strategic Planning Process
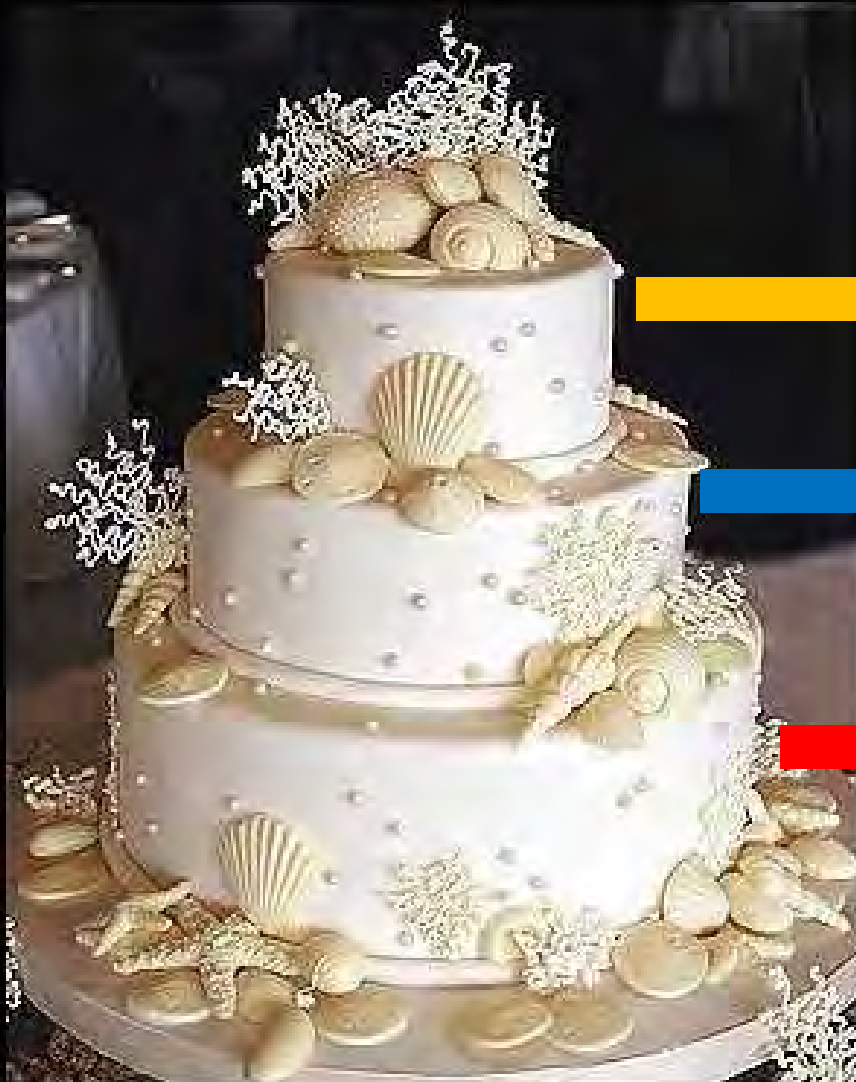## Coalition Action Plan
Plan Quality Index

Step 8
Evaluate & Sustain Your Coalition

Coalition Evaluation

- Builds capacity within coalition & community

- Determines whether strategies make a difference & whether outcomes are achieved

- Provides accountability & builds support from community, funding agencies & stakeholders

3 Levels of Coalition Evaluation

- **LEVEL 3:** Health/social status or community change (policies, systems, environmental change)

- **LEVEL 2:** Coalition interventions

- **LEVEL 1:** Coalition infrastructure, process or function

Develop & Sustain Diverse Resources

1. Membership dues
2. Line item budget allocations (e.g. Grantee or partner agency funds staff & operating expenses)
3. Fund-raising events
4. Individual & business donors
5. Partner financial & in-kind contributions
6. Grants & contracts
7. Fees for Service (e.g. trainings & conference)

Resources

Are You Ready To Evaluate Your Coalition?
Coalition Member Survey
Coalition Effectiveness Inventory
Coalition Sustainability Characteristics
Coalition Resource Development Plan
What Conditions Foster Innovation in Coalitions?

8 Steps to Building and Sustaining Effective Coalitions

1. Clarify or reaffirm vision & mission

2. Create community ownership of coalition

3. Solidify coalition infrastructure & processes

4. Recruit & retain active, diverse membership

5. Develop transformational leaders

6. Market your coalition

7. Focus on action

8. Evaluate & sustain your coalition

Post Script

- Collaboration trumps single organizational efforts

- Coalitions mobilize assets, respond to opportunities & develop integrated strategies

- A mature coalition effectively uses PSE change

- Sustaining partnerships is harder than forming them.

- Create an effective structure, recruit & engage active organizations, diversify funding & focus on outcomes.

Coalition Advocacy Resources

- Butterfoss, FD. *Coalitions and Partnerships for Community Health.* San Francisco, CA: Jossey-Bass, 2007

- Coalitions Work. Http://www.coalitionswork.com/tools

- *The Community Toolbox .* http://www.ctb.edu

- *Democracy Center Advocacy Training & Resources. http://www.democracyctr.org/advocacy/index/htm*

- APHA Media Advocacy Manual. http://www.apha.prg/about/news/mediaadvocacy.htm

- Alliance for justice. www.afj.org

- The Advocacy Project. www.advocacynet.org

- CDC National Center for Chronic Disease Preventin and Health Promotion. http://www.cdc.gov/diabetes/pubs/factsheets.htm

Questions?

For further information contact
Patti Kiger
kigerpg@evms.edu
757-635-3208

Thank you